

Report of Chief Executive, Deputy Chief Executive (Strategy and Resources), Assistant Chief Executive (Citizens & Communities), Chief Digital Officer and Director of City Development

Report to Scrutiny Board (City Development)

Date: 20 July 2016

Subject: Response to the Scrutiny Inquiry Report on Powering Up the Leeds Economy through Digital Inclusion (April 2016)

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|---|------------------------------|-----------------------------|
| Are specific electoral Wards affected? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If relevant, name(s) of Ward(s): | | |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does the report contain confidential or exempt information? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| If relevant, Access to Information Procedure Rule number: | | |
| Appendix number: | | |

Summary of main issues

1. Between September 2015 and April 2016 the Scrutiny Board (City Development) undertook an inquiry into digital inclusion. The scope of the inquiry is set out in detail in the final report which was published in April 2016.
2. The recommendations of the inquiry sought action from the Chief Executive, Deputy Chief Executive (Strategy and Resources), Assistant Chief Executive (Citizens & Communities), Chief Digital Officer and Director of City Development. As such, this report represents the joint response of all of the above.

Recommendations

3. The Scrutiny Board is requested to note the responses to the recommendations based on their findings and to endorse the approach outlined within this report.

1 Purpose of this report

- 1.1 This report sets out the formal response of Chief Executive, Deputy Chief Executive (Strategy and Resources), Assistant Chief Executive (Citizens & Communities), Chief Digital Officer and Director of City Development to the recommendations of the Scrutiny Board (City Development) inquiry into digital inclusion.

2 Background information

- 2.1 Between September 2015 and April 2016 the Scrutiny Board (City Development) undertook an inquiry into digital inclusion. The scope of the inquiry is set out in detail in the final report which was published in April 2016.
- 2.2 The recommendations of the inquiry sought action from the Chief Executive, Deputy Chief Executive (Strategy and Resources), Assistant Chief Executive (Citizens & Communities), Chief Digital Officer and Director of City Development. As such, this report represents the joint response of all of the above.

3 Main issues

- 3.1 Towards the end of 2015 the council's City Development Scrutiny Board launched an inquiry into digital inclusion in the city. The Library and Information Service coordinated the response to the inquiry and invited others to give evidence, including Helen Milner OBE, the CEO of Tinder Foundation. The subsequent Scrutiny Inquiry Report, published in April 2016, set out 14 Desired Outcomes and Recommendations and this report discusses them, progress made to date and further planned action.
- 3.2 The main factors cited by digitally excluded people as to why they are not online are:
- Lack of online skills/confidence
 - Cost of equipment and broadband access
 - Lack of interest/motivation
- 3.3 The responses to the recommendations presented by Scrutiny Board seek to address all of these factors.

100% Digital – what this means for the people of Leeds

The Council has asked its Library and Information Service to coordinate the task of improving digital literacy across the city. The Library Service has delivered digital inclusion activities for over ten years and has worked with partners at a local, national and international level. Whilst we recognise that there are some citizens who will always wish to stay offline, we also recognise that society as a whole is undergoing a transformational channel shift to digital for many services, whether these be Governmental, financial, or social.

In response to this our ambition is for a **100% Digital Leeds** where everyone in the city should have the opportunity to access the internet and be able to develop the skills to feel confident doing so.

Our approach to **100% Digital Leeds** aims to tackle the three main barriers to digital inclusion, e.g.:

- **Lack of online skills/confidence**
 - Work with the organisations across Leeds that offer digital skills training
 - Improve referral pathways
 - Make it easier for people to find the support they need
- **Cost of equipment and broadband access**
 - Promote free access to the internet via public access PCs or free Wi-Fi in council venues and elsewhere
 - Introduce a tablet lending scheme so that people can get online in their own homes
- **Lack of interest/motivation**
 - Use local and national events such as Leeds Digital Festival, Get Online Week, Festival of Learning etc. to showcase and raise awareness of the benefits of being online
 - Ensure council staff have the skills and confidence to be advocates for digital when dealing with clients/customers
 - Use channel shift and council services becoming Digital by Default as an opportunity to encourage more people to get online

4 Response to recommendations

4.1 Desired Outcome – To identify the potential benefits to Leeds and the Council that can be realised through digital inclusion.

Recommendation 1 – That the Deputy Chief Executive, Strategy and Resources considers and identifies the investment to benefit ratio for the Leeds economy and Leeds City Council to identify the potential level of Council resources that could be appropriated to support the recommendations identified in this report and increase digital inclusion.

- 4.1.1 The Deputy Chief Executive, Strategy and Resources accepts this recommendation and through the Smart Cities programme will continue to investigate where resources could be appropriated to support the digital inclusion recommendations outlined in this report. Some work has begun on the investment to benefit ratio and this is outlined below.

- 4.1.2 There are about 90,000 adults in Leeds who are offline and/or lack basic digital skills. These people are also more likely to be disabled, unemployed, on a low income or have low literacy and numeracy levels. In many cases they will face more than one of those barriers. These are the very people who would most benefit from being digitally included. These are the target groups that we will focus on as we deliver against the Scrutiny Board recommendations.
- 4.1.3 Digital inclusion leads to improved outcomes and increased self-sufficiency for individuals. When people gain basic digital skills for the first time:
- 59% feel more confident about using online tools to manage their health
 - 53% agree that they feel less lonely or isolated
 - 52% use the internet to save money such as using price comparison websites to find the best deals
 - 80% progress on to some form of further learning, with 43% taking a course aimed at gaining a qualification, including literacy and numeracy
- 4.1.4 In addition to these positive outcomes for the city's most vulnerable individuals, there are obvious benefits to the council if people feel more confident, better equipped to manage their health, are more financially secure and less lonely. With less money and more demand for services, the Council is working with partners to ensure that digital transformation delivers better outcomes for its citizens.
- 4.1.5 A report commissioned by Tinder Foundation last year outlined the economic benefits of investing in a 100% digitally included UK population. With digital inclusion leading to higher earnings, more people in employment, time and cost savings, savings to the NHS and social care, the total economic benefits would amount to over £14 billion set against an investment of £1.6 billion, equivalent to almost £10 per every £1 invested. Whilst we are not able to provide a definitive answer to the possible savings for Leeds, the following case studies indicate:
- how savings could be made through efficiencies or improved outcomes
 - where investment is needed to realise those savings
 - how in-kind support could be leveraged from within the council or partner organisations

Case study 1:**Sample cost savings to Leeds City Council**

The channel shift to Digital by Default council and government services means that the Leeds City Council will see cost savings if more people in Leeds use online channels to complete council transactions. Figures from Society of Information Technology Management (SOCITM) list the cost to councils of the main channels for completing customer transactions:

| Face to face | Telephone | Online |
|--------------|-----------|--------|
| £14.00 | £5.00 | £0.17 |

If all transactions could be shifted to an online equivalent, a crude calculation of the savings that could be expected for Leeds City Council are between **£1.4m and £2.5m per quarter**.

Please note: This does not account for any expenditure required for training or infrastructure.

The calculation uses data from the Tinder Foundation Learner and Progression surveys as a basis for the reduction in telephone/face-to-face interactions that could be expected.

Case study 2:

Tablet lending scheme with an investment of £100,000

The library service has delivered a pilot scheme lending tablets to users of the Library At Home service and supporting those users with training. A full case study is provided at **Appendix 1**. This scheme addressed the three main barriers to digital inclusion:

- Lack of online skills/confidence
- Cost of equipment and broadband access
- Lack of interest/motivation

We would like to extend this scheme by procuring 1,000 tablets to be added to the library management system for public lending. We would then take a geographical and needs-based approach to lend tablets to the most excluded groups to have the biggest impact. We would establish key referral pathways to identify these people and link the scheme to the city's health and poverty agendas. To borrow a tablet the customer would need to be referred through an agreed pathway, such as:

| Pathway | Outcome benefit |
|--------------------------------------|--|
| Social prescribers / health partners | Reducing health inequalities |
| Adult Social Care referral | Making Leeds the best place to grow old/Reducing health inequalities |
| Credit Union referral | Financial inclusion |
| Housing | Financial inclusion |
| Job centre plus referral | More jobs, better jobs |

Before borrowing a tablet the customer would need to be (or become) a library member and complete a basic library IT skills learning session. The session would be used to promote online library/council resources as well as other online resources that address the issues that prompted the referral (health, financial exclusion, unemployment etc.). The customer would also be told about council WiFi hotspots and connectivity options. The tablet would be loaned for a three week period, renewable up to seven times, allowing a total loan of up to 21 weeks. For customers without regular access to broadband an additional mobile Wi-Fi device will be provided to enable this access.

Indicative cost breakdown (dependent on scale and ambition):

1,000 entry-level Android tablets @ £50 each

500 mobile Wi-Fi devices @ £25 each plus 2GB data SIMs @ £8 each

Marketing costs

Admin and set-up costs

Total = £100,000

Proposal is scalable and can be extended to include further social prescribers should additional funding be available.

Other areas to consider:

Investigate the demand for and appropriateness of a Loan to Buy scheme, where people who are referred to the scheme could have an interest-free payment plan option to purchase the tablet.

4.2 Desired Outcome – To fully enable a stronger digital infrastructure that provides greater choice.

Recommendation 2 – That the Director of City Development in consultation with the Chief Digital Officer utilise the intelligence gathered to facilitate better infrastructure planning and enable smaller commercial providers to

identify and deliver services to provide greater choice and opportunities for internet access in areas where choice is limited.

- 4.2.1 The Director of City Development and Chief Digital Officer accept this recommendation. Data updates will be provided to the Open Data platforms (Leeds and Calderdale) to enable analysis and interpretation by commercial providers who may choose to increase operations where existing choice for internet access is limited.
- 4.2.2 Current government broadband policy and funding is aimed at areas where commercial roll out is not economically viable. In an urban area like Leeds over 90% of premises have access to superfast broadband, most of which has been provided by commercial investment.
- 4.2.3 Government funding (such as the current WY & York Broadband programme) is aimed at the “final 5%” of premises who do not have access. Public funds can only be invested in areas deemed to have poor access to superfast broadband, so called “white spots” this is consistent with government policy (to only use public money to upgrade broadband in areas where it is not economically viable) and State Aid Rules. The Government has had to receive European Commission clearance to use State Aid to invest in Broadband infrastructure – this clearance was only given for white spot areas where they were poorly served by commercial broadband investment and commercial providers have no plans to serve these areas over the next 2/3 years.

4.3 Desired Outcome – To reduce digital exclusion by increasing access to free wifi

Recommendation 3 – That the Director of City Development and the Chief Digital Officer work collaboratively to:

- a) oversee the provision of information to aql in order to identify the areas that would maximise investment for free wifi in Leeds.**
- b) update the Scrutiny Board on progress of the concession agreement with aql and the roll out of free wifi in areas of high need in Leeds.**

- 4.3.1 167 public buildings now offer free to access public Wi-Fi, including libraries/Community Hub buildings.
- 4.3.2 The Wi-Fi provision in Millennium Square and Briggate continues to support large numbers of users and is particularly effective when international events such as Tour De France and Triathlon are hosted by the city.
- 4.3.3 The wider city AQL concession continues to develop and Kirkgate Market is the most recent venue to have Free Wi-Fi installed.
- 4.3.4 AQL have been provided with relevant information on key buildings (e.g. Tower Blocks) and access contacts to enable further roll out.

4.3.5 An area of Chapeltown has been identified as the next service area and support has been given to AQL to enable this deployment.

4.4 Desired Outcome – To identify what is being provided in across the city to facilitate better coordinated support, remove duplication and spend money wisely.

Recommendation 4 – That the Deputy Chief Executive, Strategy and Resources identifies organisations in Leeds working to increase digital capacity, reduce the digital divide or provide digital inclusion programmes with a view to better understand:

- a) what activity is being provided and where there are gaps geographically and in activity type.
- b) how activity is being coordinated.
- c) if efficiencies can be made by the Council by removing duplication.
- d) how Leeds City Council can co-ordinate activity city wide to reduce fragmentation and ensure that investment is maximised and resulting in the best outcomes.

AND

Desired Outcome – To identify what is being provided across the city to facilitate better coordinated support.

Recommendation 8 – With reference to recommendation 4, that the Deputy Chief Executive, Strategy and Resources considers how organisations can work in partnership with Leeds City Council to effectively deliver digital skills training and support and how volunteers in Leeds can also assist in this delivery.

4.4.1 As a first step to addressing these issues, Leeds Library and Information Service worked with Tinder Foundation to deliver an event on 23 May 2016 called **100% Digital Leeds**. The event was opened by Tom Riordan, Chief Executive of Leeds City Council, and Helen Milner. Other speakers included Victoria Betton from mHabitat, Mick Ward, the council's Interim Chief Officer for Commissioning in Adult Social Care and Dylan Roberts, Chief Digital Officer for the council.

4.4.2 Delegates from over 50 organisations came to the event and they helped to shape the digital literacy priorities for the city. Full list of organisations available at **Appendix 2**. There was also the opportunity for delegates to commit their organisation to undertake specific actions in support of those priorities.

4.4.3 The priorities agreed by delegates at the event were:

- Develop a co-ordinated cross sector campaign to communicate the benefits of the internet and “sell the dream”
- Up-skill staff to be able to support people to get online
- Increase access to free or affordable connectivity and technology across the city
- Increase access to basic digital skills training throughout Leeds

- Develop a co-ordinated recruitment drive for digital champions (including staff, volunteers and peer to peer support)
- Work in partnership to secure more funding for Digital Inclusion projects
- Develop an approach to sharing best practice

4.4.4 It is encouraging to note that these priorities align closely with many of the Desired Outcomes of the Scrutiny Inquiry.

4.4.5 Although the council, through the Library Service, is taking a lead role in making **100% Digital Leeds** a reality, it cannot achieve this alone. Instead, it is offering to coordinate the work while asking others to collaborate and co-produce solutions. As the delegates at the **100% Digital Leeds** event proved, there is a willingness on behalf of organisations across the city to work together to achieve this ambition.

Case study 3:**Libraries working with Employment and Skills to coordinate activity and maximise investment**

Leeds City Council leads on the delivery of a universal learning offer for the city on behalf of the Skills Funding Agency. The Adult Learning Programme is funded under the Adult Education Budget and, in the long term, adult learning provides a progression gateway to more formal learning and skills, social mobility and employment.

The majority of the Adult Learning Programme in Leeds is subcontracted to external providers, including colleges, third sector organisations and Leeds Library and Information Service. The Adult Learning Programme is managed by the Council's Employment and Skills Service, in the Children's Services directorate. The Council's Employment and Skills' Senior Leadership Team, chaired by the Chief Officer Employment and Skills, oversees the implementation of the programme.

The Executive Member for Employment, Skills and Opportunity chairs the Leeds Adult Learning Trust Board – an advisory body set up in 2012 and made up of key stakeholders, including Leeds Library and Information Service, who help to shape adult learning in Leeds. The role of chair is integral to the Executive Member's cabinet portfolio. The Executive Member also represents the city on the Leeds City Region's Employment and Skills Panel ensuring closer alignment between the local programme and, the wider regional priorities as set out in the LCR Skills Plan.

The Skills Funding Agency expects that the allocation of public funds received forms part of a wider investment strategy aimed at addressing local priorities around adult learning and skills. This is sometimes referred to as 'Pound Plus' and is the Government's way of ensuring public funds remain targeted at those least likely to participate in learning, e.g. people on low incomes and with low skills, etc. Working closely with the Leeds Adult Learning Trust Board, the Council remains committed to extend the reach of the city's existing allocation through the Adult Education Budget in ways that help to lever in additional income and/or resources.

We will continue to work with Employment and Skills to achieve the Outcomes of the Adult Learning programme:

- Widen participation in learning to meet the needs of learners from the most deprived neighbourhoods and facing multiple barriers and disadvantage
- Enhance individuals' life opportunities by providing a wide range of learning
- Provide high quality teaching, learning and assessment to enable learners to achieve their learning aims and make positive progression
- Build organisational capability and infrastructure to deliver new and innovative learning
- Maximise the public pound and achieve added value

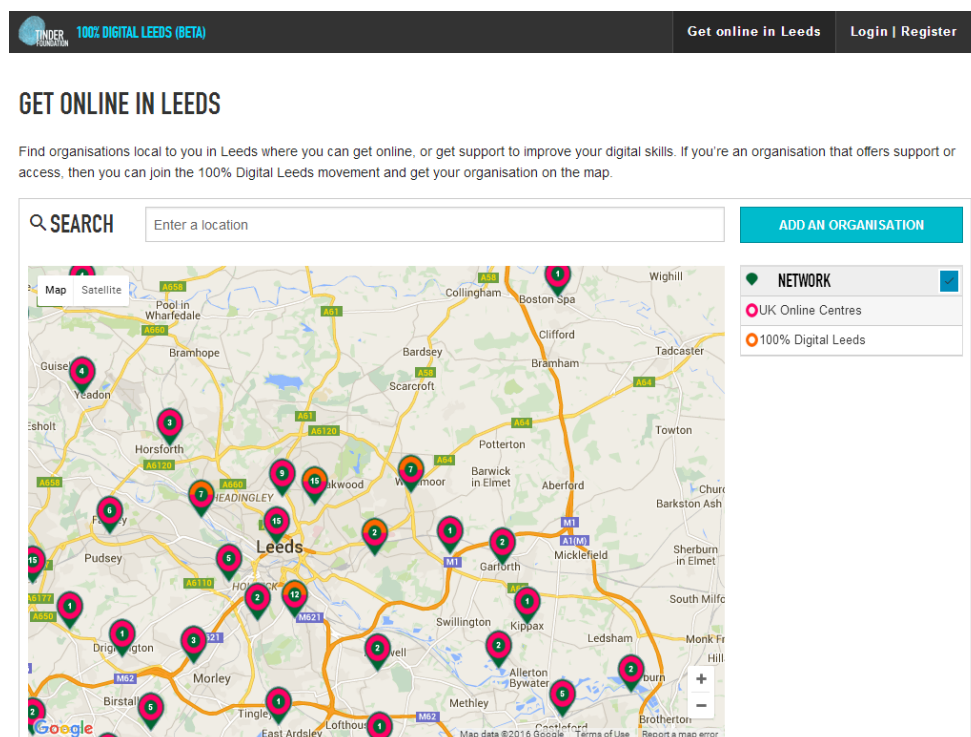
4.5 Desired Outcome – To identify supporting organisations in Leeds and facilitate access to information by the public.

Recommendation 5 – That the Deputy Chief Executive, Strategy and Resources and the Chief Digital Officer:


- a) **utilise the information provided by the Tinder Foundation to enable the Council to identify some of the organisations providing digital support in Leeds.**
- b) **consider how the API could be embedded on the Council website to help members of the public identify support in their locality**

- 4.5.1 For many years, Leeds Libraries and other UK Online centres across the country have featured on the UK Online centre search map. Organisations which offer digital support in Leeds but are not registered as UK Online centres would not feature on this map. To find these organisations people would need to have the skills to look online for those providers which have their own website, use local knowledge, or find a printed directory and hope that the information was not out of date.
- 4.5.2 Working with Tinder Foundation, we have created a single searchable website enabling people in Leeds to find organisations local to them where they can get online or get support to improve their digital skills:
<http://digitalleeds.tinderfoundation.org/>
- 4.5.3 Additional functionality means that organisations which offer support or access can register with 100% Digital Leeds and get their organisation on the map. Users can search by location, postcode or provider name. The map is already being used and promoted by the Council's Digital Access team and staff in Community Hubs. There will be a link to the map from the Leeds City Council website, along with a carousel banner on the home page.
- 4.5.4 Map 1 below illustrates the level of coverage for digital skills support at this time across Leeds, Map 2 provides an example of an organisation which has registered with the website which would not previously have been promoted in this way. We will continue to work with Tinder Foundation to develop the map. For example, we could add the locations of free Wi-Fi hotspots across the city.

Map 1



Map 2

 100% DIGITAL LEEDS (BETA)

Get online in Leeds | Login | Register

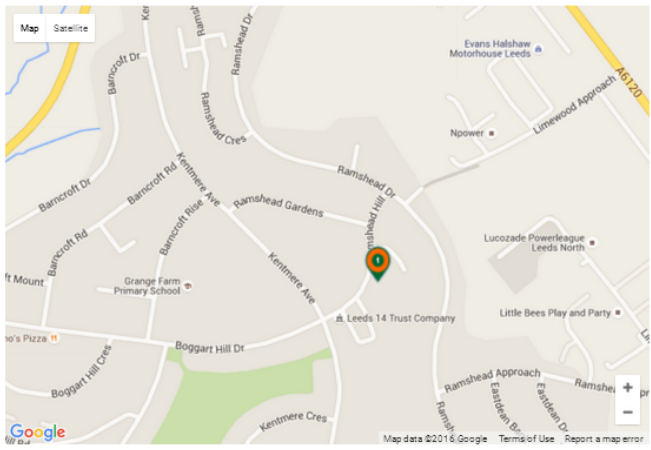
GET ONLINE IN LEEDS

Find organisations local to you in Leeds where you can get online, or get support to improve your digital skills. If you're an organisation that offers support or access, then you can join the 100% Digital Leeds movement and get your organisation on the map.

SEARCH

ADD AN ORGANISATION

Map Satellite



NETWORK

☒ NETWORK

☐ UK Online Centres

☐ 100% Digital Leeds

Public WiFi

Internet Access

Basic Support

Advanced Training

LS14 TRUST

Address: 45-47 Ramshead Hill LS14 1BT

Phone: 01133180522

Email: ls14trust@gmail.com

Website: www.ls14trust.org

DESCRIPTION

The LS14 Trust was set up in 2009 by a group of local people who wanted to work together to change the community that they loved.

SHOW MORE

100% Digital Leeds 0.04 miles

4.6 Desired Outcome – To increase support to the citizens of Leeds by looking at resources across the wider council

Recommendation 6 – That the Deputy Chief Executive, Strategy and Resources determines and implements the best approach to utilising existing staffing resources across the Council, so that they can demonstrate to citizens the benefits of being digitally engaged, and provide tailored digital skills training where a need is identified.

AND

Desired Outcome – To increase support to the citizens of Leeds and improve the digital skills of the Council workforce

Recommendation 12 – With reference to Recommendation 6 that the Deputy Chief Executive, Strategy and Resources explores the potential for the delivery of a digital development programme to Leeds City Council staff who have direct engagement with people in their homes and in the community.

- 4.6.1 The Deputy Chief Executive, Strategy and Resources accepts this recommendation, and digital inclusion has been included in the Leeds City Council ICT Strategy 2016 – 2020:

We will work with care providers to build a digital inclusion programme to help deliver a step change in digital literacy for all health and social care practitioners across Leeds including the third sector over the next 3 years.

... we will raise the digital literacy of Council and wider city staff so that they are better able to use technology in new ways e.g. mobile and using collaboration capabilities to deliver business outcomes. This will also enable them to be digital advocates to assist the wider public.

- 4.6.2 With additional transition of services to digital by default and increased promotion of the learning programmes offered by Leeds City Council it is anticipated that demand for basic digital skills training will increase. The Library and Information Service will continue to lead coordination for public digital literacy / skills across Leeds City Council, and advise on upskilling staff to be confident digital advocates.
- 4.6.3 Initially, this will include the assessment of digital skills within Community Hubs to establish a staff skills programme which will enable all staff to have both the skills and confidence to provide a consistent offer of support to all customers with basic digital skills enquiries. This will support the formal learning sessions delivered by librarians through the established Adult Community Learning programme. Consideration should also be given to increasing the capacity to deliver digital skills training as outlined in Case study 4.

Case study 4:

Digital Engagement Librarians: C1 grade x 5 posts

Greater support for digital skills development could be achieved through a centrally co-ordinated team of Digital Engagement Librarians. Should resources become available for re-allocation it is suggested that one specialist post for each of the five library/community hub management areas would support the existing area based digital skills delivered by librarians through:

- Developing new sessions to target specific audiences and communities that may not have engaged with digital services before.
- Using PCs, laptops, tablets, smartphones and other equipment, to deliver these sessions to a wide range of people, including council staff and partners.
- Designing and delivering a range of innovative digital learning sessions, activities and events at venues across the city.
- Promoting and publicising digital services to all sectors of the community through outreach work.
- Building on existing services and develop new digital initiatives.
- Talking to current and potential customers about digital skills and using digital technologies to enhance their lives.

- 4.6.4 Adult Social Care are leading on the Digital Practitioner Programme to develop digital skills in health and care; this initiative pulls together experience from ASC, NHS, public health, health partnerships, voluntary sector and the Library and

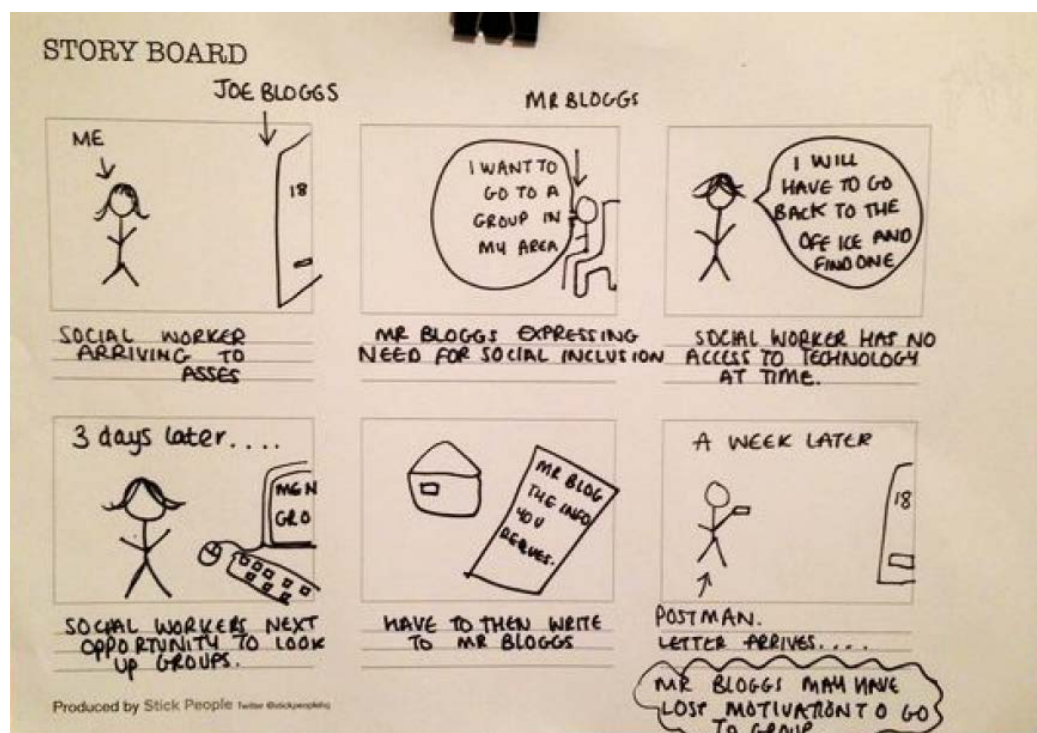
Information Service. The vision is detailed as: Helping health and care practitioners develop digital skills and confidence so they can make things better for people who access their services.

- 4.6.5 Digital technologies will play an increasingly important role in enabling people to access information and services, strengthen their social networks and reduce isolation. However, people can only realise the benefits of the city's investment in digital technology if they have the access, skills, trust and motivation to be online.
- 4.6.6 As such, it is recognised that we need a digitally skilled and confident health and social care workforce to:
- Support improved health, wellbeing and inclusion outcomes
 - Enable smarter and more efficient working practices
 - Leverage existing investments made in technology
 - Stimulate entrepreneurialism and Leeds as a 'test bed' for digital innovation.
- 4.6.7 Adult Social Care within Leeds City Council working with mHabitat engaged Stick People to design a digital practitioner programme for health and care practitioners who work with vulnerable adults in Leeds. This initiative has been funded by Integration Pioneers and the Better Care Fund. It is being designed and developed in an iterative process with a defined group of practitioners working in the public and third sector in the city; this will enable the learning from the programme to be scaled to the city.

Case study 5:

Developing Digital Practitioners

Sally, a social worker told us how she could use a smartphone or tablet to find information for her client while on a visit, instead of waiting until she was back at the office and sending a letter (see storyboard below).



- 4.6.8 A report to be published following phase one of the programme concludes that:
To develop digital skills and confidence among health and care workers we must:
- Fix the basics: practitioners need confidence in their IT kit, connectivity, services and policies
 - Help practitioners reflect on the relevance of digital to their role this needs to be service specific, not one size fits all
 - Enable teams and individuals to pull support when, where and how they need it
 - Signpost the many good quality resources available before making new ones
 - Offer a range of learning opportunities, a mix of online, face-to-face, and blended learning
 - Consider specific support for line managers and team leaders so they can enable their teams to make the most of digital
- 4.6.9 Additional funding is being sought from the Integration Pioneers to develop this work programme further.

4.7 Desired Outcome – To raise awareness about the support available

Recommendation 7 –That the Deputy Chief Executive, Strategy and Resources further investigates alternative communication options in order to raise awareness about the support available for building digital skills, particularly to those who are more likely to benefit the most from digital inclusion.

- 4.7.1 The Deputy Chief Executive, Strategy and Resources accepts this recommendation. One of the priorities identified at the **100% Digital Leeds** event was to: Develop a co-ordinated cross sector campaign to communicate the benefits of the internet and “sell the dream”. This is intended to address the barrier that people who are offline are often so because they lack the interest/motivation to become digitally included. Once people have been inspired to get online, we will raise awareness of the support available across the city.
- 4.7.2 We will strengthen the referral pathways so that friends, neighbours, colleagues and professionals can signpost offline individuals to the most appropriate support. This will include some of the initiatives already mentioned in this report:
- Introduce a tablet lending scheme and promote it to social prescribers
 - Develop the **100% Digital Leeds** map to include more providers and more search options so that people to find the most appropriate support
 - Promote the map to council services and other organisations to improve client referrals
- 4.7.3 We will also build on the **100% Digital Leeds** theme to introduce broader campaigns that promote the benefits of being online. Using the model that has worked so well for Child Friendly Leeds, we intend to use **100% Digital Leeds** as an umbrella term for disparate events, activities, partnerships and initiatives. Case Study 6 develops this idea and proposes a model for using **100% Digital Leeds**

as a way of coordinating activities and raising awareness about the support available.

- 4.7.4 It is important that there is some oversight and coordination of the work that sits behind the ambition for **100% Digital Leeds**. To achieve this we propose that a **100% Digital Leeds Board** be established to provide ongoing support and governance.

Case study 6:

100% Digital Leeds

Child Friendly Leeds has seen over 300 businesses, organisations and individuals joining the campaign to make Leeds a child friendly city and signing up to be a child friendly Leeds ambassador.

The bullet points below have been adapted from the child friendly website. They set out the aims and ambitions of the **100% Digital Leeds** campaign:

- **100% Digital Leeds** is the initiative for everyone who shares this ambition, from enthusiastic individuals to large organisations. Every contribution counts and we can all play our part in making a difference
- By supporting **100% Digital Leeds** you become part of a citywide network including organisations and individuals from across different sectors
- **100% Digital Leeds** creates a variety of opportunities to link with others, raise your profile and gain recognition for the work you are doing
- People and organisations are already spreading the **100% Digital Leeds** message across the city and working on activities and projects that benefit people who are offline or don't have the five basic digital skills. These people and organisations are our Digital Champions and they come from a diverse range of backgrounds and contribute in a variety of different ways
- Digital champions don't have a formal job description but the types of things they get involved with are:
 - Promoting the **100% Digital Leeds** brand to show collective support across the city
 - Attending and taking part in regular themed events
 - Helping promote and share information and activities with other Digital Champions

The **100% Digital Leeds Board** will be made up of key stakeholders from different sectors and will meet two or three times per year. The remit of the Board will include oversight of the work outlined in this report.

- 4.8 **Desired Outcome – To identify what is being provided across the city to facilitate better coordinated support.**

Recommendation 8 – With reference to recommendation 4, that the Deputy Chief Executive, Strategy and Resources considers how organisations can work in partnership with Leeds City Council to effectively deliver digital skills training and support and how volunteers in Leeds can also assist in this delivery.

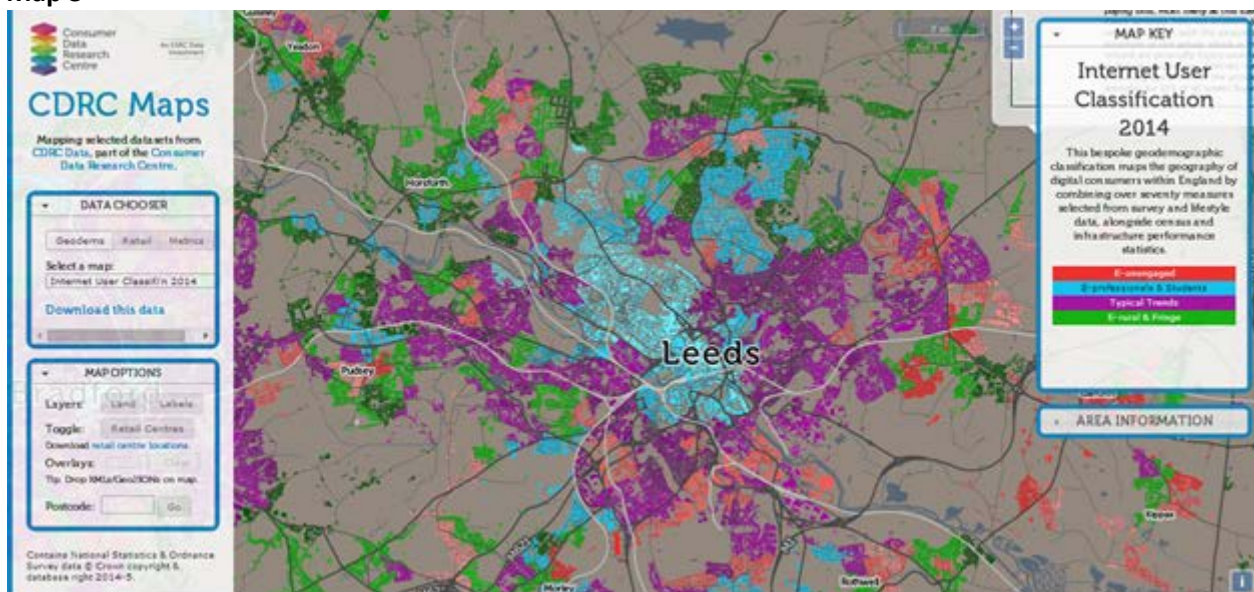
- 4.8.1 See response to Recommendation 4.

- 4.9 **Desired Outcome – To identify and target priority areas for the delivery of support in order to spend money wisely**

Recommendation 9 – That the Deputy Chief Executive, Strategy and Resources identifies areas/communities in the Leeds area where there are likely to be significant skills gaps to facilitate the prioritisation and targeting of digital skills training and the proactive promotion of services available.

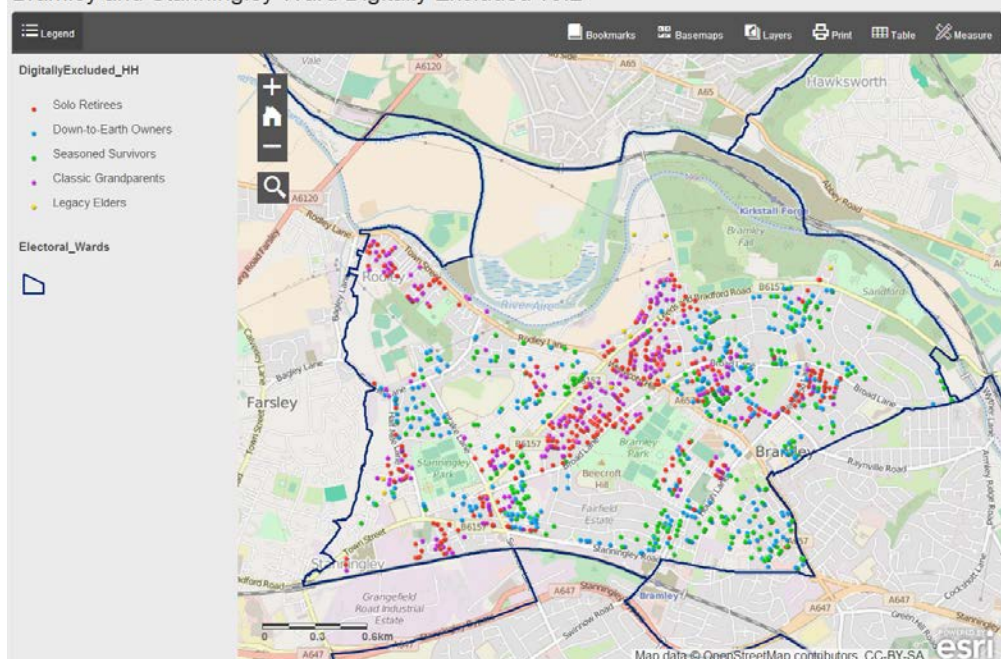
- 4.9.1 The Deputy Chief Executive, Strategy and Resources accepts this recommendation. The various data sets are being compiled to enable identification of areas for prioritisation.
- 4.9.2 Map 3 illustrates at a broad level some of the areas where internet use is likely to be low (areas in pink and red) and Map 4 illustrates the spread, within a single ward, or low internet use by older people. Further work is necessary to identify how this information can be utilised to target training, but is likely to link with the map of skills training provision outlined under Recommendation 5.

Map 3



Map 4

Bramley and Stanningley Ward Digitally Excluded v0.2



- 4.9.3 Work is ongoing to enable the information from each of the mapped datasets to be overlaid; this will allow us to identify both geographically and demographically where communities most at risk of digital exclusion are located and whether skills provision is available. This will inform whether development of digital skills in such areas requires the provision of a skills provider where this is lacking or simply the improved promotion of existing skills provision. This should allow improved targeting of resources and a focus on areas where multiple barriers are experienced.

4.10 Desired Outcome – To make best use of local knowledge and established networks to reduce digital exclusion

Recommendation 10 – That the Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities consider the role of Area Support Teams and Community Committees to facilitate:

- a) the identification of communities most at risk of digital exclusion**
- b) the support of local groups and organisations in the delivery of digital skills training to residents in their communities.**

- 4.10.1 The Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities accept the recommendation. Once details are available in response to Recommendation 9 these will be discussed with appropriate Area Support Teams and Community Committees to validate the results and ensure that local knowledge is further used to support prioritisation and targeting of digital skills training.
- 4.10.2 Leeds City Council has just published a 2016/17 update to its 'Best Council Plan 2015-20'. The 20 for 2020 section lists 20 key indicators that the Council is using to measure progress in achieving better outcomes. Setting out the Council's ambition for digital literacy, one of those key indicators is: Percentage of adults in Leeds who have all 5 basic digital skills. This will be assessed through a public survey during 2016/17, possibly utilising the Citizens' Panel.
- 4.10.3 Other areas for consideration includes working with Environments and Housing – the Annual Housing Visits (AHV) are able to identify where tenants are reporting they do not have access to the internet – we are investigating whether there is an opportunity to integrate the 5 basic digital skills audit as part of future AHVs.

4.11 Desired Outcome – To improve the digital skills of the Council workforce

Recommendation 11 – That the Deputy Chief Executive, Strategy and Resources undertakes a skills audit to identify Leeds City Council staff who do not have the 5 basic digital skills, and provides the development opportunities to improve their skills.

- 4.11.1 The Deputy Chief Executive, Strategy and Resources accepts this recommendation and the Deputy Head of the Library Service has begun discussions with the Business Support Centre (BSC) to identify opportunities for conducting such an audit.
- 4.11.2 Every year all LCC staff complete an annual appraisal and a 6 month review; currently there are 11,600 staff of which 75% complete the survey using the online Performance and Learning (PAL) system, with the remainder completing a paper based survey. The next phase of the review will be the 6 month review between October and December 2016.
- 4.11.3 It is proposed that the survey of the five basic digital skills (see Tables 1 and 2 below) is included as one of the appraisal objectives for all staff (both online and paper based) within this 6 month appraisal review.
- 4.11.4 The outcome of the survey will determine what additional support for staff is required in order to achieve the 5 basic digital skills; tailored learning sessions can then be provided by the Council resources identified through the completion of Recommendation 6 in libraries, community hub buildings and other Leeds City Council ICT training facilities to improve these skills. Training sessions can be offered via the PAL system.
- 4.11.5 A separate Digital Literacy Project looking at digital maturity in the health and care workforce is underway between partners in Adult Social Care, Public Health, Voluntary Sector and NHS. Discussions are underway to identify whether a similar approach to a skills audit could be conducted across the wider health and care workforce in Leeds.

Table 1 – Basic Digital Skills Survey Questions

Basic Digital Skills Assessment Questions






| Basic Digital Skills category | Action | | Could you do this? | | Have you done this in the last 3 months? | |
|-------------------------------|--|--|-----------------------------------|--------------------------------------|--|--|
| | | I have no idea what you're talking about | I could do this if I was asked to | I couldn't do this if I was asked to | I have done this in the last 3 months | I haven't done this in the last 3 months |
| Managing Information | Use a search engine to look for information online* | | | | | |
| | Download/save a photo you found online | | | | | |
| | Find a website you have visited before* | | | | | |
| Communicating | Send a personal message to another person via email or online messaging service* | | | | | |
| | Carefully make comments and share information online | | | | | |
| Transacting | Buy items or services from a website* | | | | | |
| | Buy and install apps on a device | | | | | |
| Problem Solving | Solve a problem you have with a device or digital service using online help | | | | | |
| | Verify sources of information you found online | | | | | |
| Creating | Complete online application forms which include personal details* | | | | | |
| | Create something new from existing online images, music or video | | | | | |

Here is a list of skills that people need to be able to use the internet through their computers/laptops or other devices (e.g. tablet, smartphone, games console). Use these assessment questions to identify if you or others have the Basic Digital Skills you need.

Table 2 – Basic Digital Skills Framework



| Go ON UK – Basic Digital Skills framework | | | | | |
|---|--|---|--|---|---|
| | Managing information | Communicating | Transacting | Problem-solving | Creating |
| Description | Find, manage and store digital information and content | Communicate, interact, collaborate, share and connect with others | Purchase and sell goods and services, organise your finances and use digital government services | Increase independence and confidence by solving problems and finding solutions using digital tools | Create basic digital content in order to engage with digital communities and organisations |
|  Safety | Assess the accuracy of sources of information; use security tools when browsing; regularly update and run virus-checking software; manage parental controls | Understand how to manage your identities; protect yourself from scams; use the right security settings (including parental controls); protect your customer data | Use secure websites for financial transactions; protect your personal data; respect the privacy of others | Use accurate sources of support; avoid malicious websites, scams and pop-up windows | Be aware of copyright law; protect your personal data; respect the privacy of others |
|  Actions for individuals | <ul style="list-style-type: none"> Use a search engine to find the information you need Search for deals on comparison websites Bookmark useful websites and services Store data on a device or in the cloud | <ul style="list-style-type: none"> Keep in touch using email, instant messaging, video calls and social media Post on forums to connect with communities Communicate with organisations about their products and services | <ul style="list-style-type: none"> Understand and use marketplaces to buy and sell Order your shopping Book your travel Manage your bank account Set up and manage a Universal Credit account | <ul style="list-style-type: none"> Teach yourself simple tasks using tutorials Use feedback from other internet users to solve common problems Access support services | <ul style="list-style-type: none"> Create a social media post Create a text document such as a CV Create and share a photo album Create and share feedback about products and services |
|  Actions for organisations | <ul style="list-style-type: none"> Store digital information on suppliers and customers Search for new suppliers to find the best deals Understand who uses your website Discover potential growth opportunities for your business | <ul style="list-style-type: none"> Maintain customer and client relationships Use social media to promote your business and connect with new customers Improve your customer service by providing accessible product information and answers to frequently asked questions | <ul style="list-style-type: none"> Maximise your selling potential through a website Save time by applying for government business permits and licences Manage invoices and accounts Receive payments or donations Protect yourself from fraud or scams | <ul style="list-style-type: none"> Save on business travel and be more efficient by using video conferencing Quickly understand which products and services work based on online feedback Interpret simple analytics to improve website performance Get solutions to problems from safe, accurate sources | <ul style="list-style-type: none"> Create an informational or e-commerce website Create content (pictures, logos, text) to promote your organisation and reach customers Use social media and create communities to engage with customers Create resources to improve employee skill levels |

4.12 Desired Outcome – To increase support to the citizens of Leeds and improve the digital skills of the Council workforce

Recommendation 12 – With reference to Recommendation 6 that the Deputy Chief Executive, Strategy and Resources explores the potential for the delivery of a digital development programme to Leeds City Council staff who have direct engagement with people in their homes and in the community.

4.12.1 See response to Recommendation 6.

4.13 Desired Outcome – To minimise the risk of increasing digital exclusion due to channel shift

Recommendation 13 – That Deputy Chief Executive, Strategy and Resources and Chief Digital Officer ensures that processes are in place, during the initiation of projects which require a shift to digital based service provision/access, to ensure that the risk of excluding citizens from services is minimised and mitigated through alternative avenues of support. Positive action should be taken to counter negative impact with citizens and in communities.

4.13.1 The Deputy Chief Executive, Strategy and Resources and Chief Digital Officer accept this recommendation. We will explore options on how consideration of the impact of channel shift to digital based services can be included in the decision making process. This may include a fact sheet or guidance note to consider during the decision making process which may include reference to the 100% Leeds Digital Map to promote the availability of digital skills/access and to get LCC staff directing customers to libraries and community hubs for skills training.

4.13.2 Channel shifts of this nature are already underway, for example School Admissions have advised that their aspiration this year, for both secondary and primary admissions, is to achieve 100% online applications. In light of this library, Community Hub and One Stop Centre staff have been advised that this may result in an increase in demand for their centres' computers to fill in applications and a consequent increase in demand for digital skills training.

4.13.3 In addition, Leeds Libraries' Head of Service and the Society of Chief Librarians nationally have worked on an application to be a supplier for the Government's Digital Training and Support framework. This bid has been successful and public libraries are now able to become a provider of digital inclusion training services and assisted digital support for Government led channel shift.

4.14 Desired Outcome – To make a difference... to produce an ambitious Digital Inclusion Strategy and Delivery Programme for Leeds which is supported and resourced.

Recommendation 14 – That the Chief Executive of Leeds City Council with the agreement of the Executive Board oversees the production of an ambitious Digital Inclusion Strategy for Leeds which is co-produced in partnership with other supporting organisations in the City.

This strategy should:

- a) **take full consideration of the findings of this Scrutiny Inquiry and responses to recommendations.**
- b) **define what action is needed and the scale that is required**
- c) **provide clarity and purpose and define how this will be lead and co-ordinated**
- d) **define the overall benefits to the City and the Council economically.**
- e) **provide clarity about the role of the Council, partner organisations and how smaller organisations and volunteers will be supported.**
- f) **define how the agenda will be delivered with a commitment to investing resources based on the economic benefits that digital inclusion will deliver.**

- 4.14.1 The Chief Executive of Leeds agrees with this recommendation, and there is a growing commitment city-wide to the production of a Digital Inclusion Strategy, as evidenced by the support for the 100% Digital Leeds event.
- 4.14.2 The interest of the Scrutiny Board in this area has helped coalesce attention to and support for this ambition; and the responses to the Scrutiny Board enquiry recommendations and the priorities identified through the 100% Digital Leeds event will form the structure of the strategy which will be co-produced through city-wide stakeholder and partner engagement.
- 4.14.3 The Library and Information Service will continue to lead the development of digital literacy and the development of the Digital Inclusion Strategy, co-ordinating the city-wide support for this ambition with sponsorship from Leeds City Council's Chief Digital Officer.
- 4.14.4 As outlined in response to Recommendation 7 we propose that a 100% Digital Leeds Board be established to provide ongoing support and governance for this ambition.

5 Corporate Considerations

5.15 Consultation and Engagement

- 5.15.1 The scrutiny inquiry enabled a considerable amount of consultation and engagement with partners and digital skills providers.
- 5.15.2 Leeds Library and Information Service worked with Tinder Foundation to deliver an event on 23 May 2016 called 100% Digital Leeds. The event was opened by Tom Riordan, Chief Executive of Leeds City Council, and Helen Milner, CEO of Tinder Foundation. Delegates from over 50 organisations came to the event to provide their views and expertise to help to shape the digital literacy priorities for the city.

5.16 Equality and Diversity / Cohesion and Integration

- 5.16.1 Equality and diversity issues have been considered throughout this Scrutiny Inquiry. The evidence submitted and the topics debated in this inquiry have highlighted that older people, those on low incomes and people with disabilities are most likely to be digitally excluded. It is therefore important for all Council services to consider the impact of switching service delivery methods to digital so that these groups are not further disadvantaged. Further information is detailed in this report regarding **Recommendation 13**.

5.17 Council policies and City Priorities

- 5.17.1 The Go On Basic Digital Skills UK 2015 Report showed that 23% of adults in the Yorkshire and Humber region did not have the five Basic Digital Skills. 23% of the population of Leeds means that almost 100,000 adults in Leeds lack basic digital skills. The skills are summarised as:

- Managing information
- Communicating
- Transacting
- Creating
- Problem solving

- 5.17.2 Leeds City Council has just published a 2016/17 update to its 'Best Council Plan 2015-20'. The 20 for 2020 section lists 20 key indicators that the Council is using to measure progress in achieving better outcomes. Setting out the Council's ambition for digital literacy, one of those key indicators is: Percentage of adults in Leeds who have all 5 basic digital skills.

5.18 Resources and value for money

- 5.18.1 The importance of spending money wisely is acknowledged in this response particularly through agreement of the need for co-ordination, partnership working and removal of duplication, each of which will enable the efforts of those involved to achieve maximum impact on digital literacy and digital inclusion across the Leeds area.

5.19 Legal Implications, Access to Information and Call In

- 5.19.1 None

5.20 Risk Management

- 5.20.1 None

6 Conclusions

- 6.1 The Chief Executive, Deputy Chief Executive (Strategy and Resources), Assistant Chief Executive (Citizens & Communities), Chief Digital Officer and Director of City Development welcome the recommendations of the scrutiny inquiry into digital inclusion and undertake to ensure the co-ordination of their implementation as outlined in this response.

7 Recommendations

7.1 The Scrutiny Board is requested to note the responses to the recommendations based on their findings and to endorse the approach outlined within this report.

8 Background documents¹

7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Home loan library iPads help people with disabilities get online

1. An innovative outreach and home loan scheme from Leeds Library and Information Service is helping people with disabilities across the city to get online at home.
2. The pilot project, Connect-Ability, was funded by Tinder Foundation's Libraries Digital Inclusion fund. It has tested how lending tablets along with personal support with home visits can help to engage isolated, housebound or disabled people with both the digital world and the world around them. The service has proved popular and is already feeding into the council's wider plans for digital inclusion.
3. Charlotte Self is Digital Engagement Librarian at Leeds Library and Information Service, and in charge of the Connect-Ability pilot. She says: "We wanted to think differently about digital inclusion, and how we could make our activities work for the very hardest to reach audiences. Leeds Library and Information Service already has a Library At Home service for older and disabled people with over 500 members, so we decided to add a digital element to that service.
4. "We know from previous tablet taster sessions that many disabled or elderly people find tablets easier to use than a traditional computer because the touchscreen is so tactile and responsive. A mouse and keyboard can be much harder. We also know that our Library At Home service users are very interested in books. This was a chance to tap into that interest and introduce technology to this client group in a meaningful way - showing them our online catalogue, eBook and eAudio service so they can choose their own books independently and read or listen to them on the iPad. We also have 90 Library At Home volunteers who visit our service users, and some of them have volunteered to be of the Connect-Ability scheme."
5. Leeds Library and Information Service invested in 23 iPads and 4G SIM cards. Library At Home customers can borrow an iPad for three weeks, just like their books. The loan can be renewed for further blocks of three weeks if no-one else is waiting for the iPad. A member of library staff or a volunteer takes the iPad and offers an initial training session at home to help people get started. Follow-up visits are arranged to troubleshoot and support continuous use.
6. Charlotte continues: "Our approach was very much led by each individual we went out to see. After going through how to turn the iPad on, and the basic buttons and homepage functions, we'd have a chat to see what each person was interested in, so whatever came next was relevant to them. Books were a key hook, but we wanted to link the offline and online worlds for them in other ways too - so they could see the benefits of being online and how it could add value to their lives.
7. "For some people, that's been about keeping in touch, for others it's just been about information and research. Being able to find the answer to a question, watch the episode of Coronation Street you missed, or look up something your GP has said and get instant answers is actually really empowering. It's something the rest of us very much take for granted, but it's been one of the most powerful outcomes."

8. One of the learners Charlotte's been out to visit is Molly Hartman, who is almost 90. Molly says: "I've used the library all my life, but when the walk became a bit too much I signed up to the Library At Home service. It's been great - and I feel absolutely honoured to be lent this iPad as part of the service."
9. "I won a laptop a few years ago but I prefer the iPad because it's much easier to use. It's been wonderful because I can get eBooks on there. I find it really nice that I can look for books and take my time, but also read a little bit - a sample chapter. It's also great to read in bed because it's lit up and I like the way you can alter the type, so you can make it larger."
10. "Charlotte has also showed me how to get all the different apps and open them up - I really have loved it."
11. "One of the best things I've done with it is to learn how to use FaceTime to see my granddaughter Monica in Australia. When I first saw her on the screen it was absolutely lovely! Monica was thrilled too. Once I bought a new coat and I was so pleased with it I showed it to Monica on FaceTime - and she's shown me around her garden. I'd never have seen that otherwise. My whole family think it is absolutely wonderful that I'm online, now. I do too!"
12. Not everyone has taken to the tablets or to the internet like a duck to water, and the biggest job for volunteers and library staff involved in At Home delivery has been to give users enough confidence to use the devices between visits. Charlotte explains: "Having a device at home, and having a volunteer or member of staff to help them use it for the first time has certainly helped our Connect-Ability learners to continue by themselves. But it's also meant that families can step in to support them between our visits because the device is right there. And once they've seen how well their relative gets on with it, several have promised to get them their own tablet for the next birthday or for Christmas!"
13. As well as home visits, Connect-Ability has also seen group sessions run in community venues like care homes or social clubs. Library staff reached out to community groups working with disabled people, supported living complexes and other partners to offer sessions, which typically run across several weeks. Here, Librarians used mobile Wi-Fi hotspots to support 10 or more devices, meaning people who have their own tablets can bring those to the sessions.
14. "In groups it's obviously harder to tailor what we do to individuals," says Charlotte, "but the peer-to-peer support and camaraderie also add to the learning experience! What's more, the whole project has really raised the profile of the library service within the council. People are coming to us wanting to hear more about what's worked and why, and how that can be replicated elsewhere."

Appendix 2

List of organisations who attended the 100% Digital Leeds event

| | |
|---|--|
| Age UK | Leeds City Council - Employment & Skills |
| Art school drop out | Leeds City Council - IM&T |
| Behind Closed Doors | Leeds City Council - Leeds Inspired |
| Better Leeds Communities | Leeds City Council - Public Health |
| Call Credit Information Group | Leeds Directory (managed by Care & Repair Leeds) |
| Carers Leeds | Leeds Involving People |
| Caring Together in Woodhouse and Little London | Leeds Mind |
| Change | Leeds Older People's Forum |
| Chapeltown CAB | LS14 TRUST |
| Citizens Advice Leeds | Microsoft |
| Citizens Advice Leeds | mySociety |
| DigitalMe | Northern College |
| DWP | Oblong |
| Embrace Association | PATH Yorkshire |
| F Wood Solutions Ltd | RER Communications |
| Feel Good Factor | Rothwell Live at Home |
| Get Technology Together | space2 |
| IDS Group | ST Anne's |
| IMC | Stick People |
| Inkwell Leeds Mind | strong.org.uk |
| Leeds and York Partnership NHS Foundation Trust | The Digital Inclusion Consultancy Limited |
| Leeds and Yorkshire Housing Association | The Social Media Geek |
| Leeds City Council - Adult Social Care | Voluntary Action Leeds |
| Leeds City Council - Digital Access | Yorkshire Housing |
| Leeds City Council - Economic Development | ZiMovi |